MGM University

Chhatrapati Sambhaji Nagar (MS)- 431003, INDIA

A Ph.D Final Synopsis on

"A Study of Importance of Interpersonal Skills in Automobile Outlets with Special Reference to Sales and Service Units in Marathwada"

In

Management & Commerce

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Final Synopsis

1. Introduction (Research Problem, Objectives, Significance)
2. Literature Review (Key Theories, Research Gap)
3. Research Methodology (Design, Sampling, Data Collection, Analytical Tools)
4. Data Analysis & Key Findings (Visual Aids like Charts, Tables)
5. Discussion (Interpretation, Implications)
6. Contributions (Theoretical, Practical)
7. Conclusion (Key Findings, Recommendations)
8. Limitations & Future Scope (Acknowledgement of Limitations, Future Research)
9. Bibliography (As per APA style)

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DECLARATION

I hereby declare that, the present work completed in the form of thesis entitled, **"A Study of Importance of Interpersonal Skills In Automobile Outlets With Special Reference To Sales And Service Outlets Of Marathwada"** is an original work carried out by me under the guidance of **Dr. Surindrasingh Sethi**, and has not been submitted or published in any form for the fulfillment of any other degree or any other similar to this in other University.

I further declare that the material obtained from other sources has been duly acknowledged in the thesis.

RAJLAXMI RAJIV BHOSALE

Place: Chhatrapati Sambhaji Nagar

Date: 01-10-2024

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Chapter1

Introduction

1.1 INTRODUCTION OF PROPOSED RESEARCH

This chapter aims to provide a comprehensive overview of the importance of interpersonal skills in automobile sales outlets, uncovering various types of interpersonal skills, relevant theories, and the objectives of the proposed research. Competition and rapid technological advancements characterize the automobile industry, making it crucial for sales professionals to possess strong interpersonal skills to succeed. Effective interpersonal skills enhance customer satisfaction ultimately resulting in sales growth, by building lasting relationships.

Interpersonal skills are used to describe those practices at the workplace that acknowledge and aim to support the employees in achieving a profit for the company and have a good working environment. The concept of interpersonal skills has emerged from the acknowledgement that these skills are supportive for the growth and success of any employee. Despite extensive statements about the importance of possessing good interpersonal skills, little quantitative evidence has been brought forth to investigate these claims

Interpersonal abilities help in interacting with the customers, supervisors and fellow employees at a higher position or a lower position from a variety of social, emotional, cultural and intellectual backgrounds. India has emerged as one of the fastest growing economies in the world having recorded an annual growth of more than 8% over the last few years.

The two-wheeler segment with 80 percent market share is the leader of the Indian Automobile market owing to a growing middle class and young population. Moreover, the growing interest of companies in exploring the rural markets further aided the growth of the sector. The overall Passenger vehicle segment has 14 percent market share of vehicles produced in FY17.

1.1.2 Growth and Investment:

Withthe growing demand several automakers have started investing heavily in the various segments during the last few years. The industry has attracted Foreign Direct Investment (FDI) worth US$17.40billion during the period April 2000 to June 2017, according to the data released by Department of Industrial policy and Promotion (DIPP).

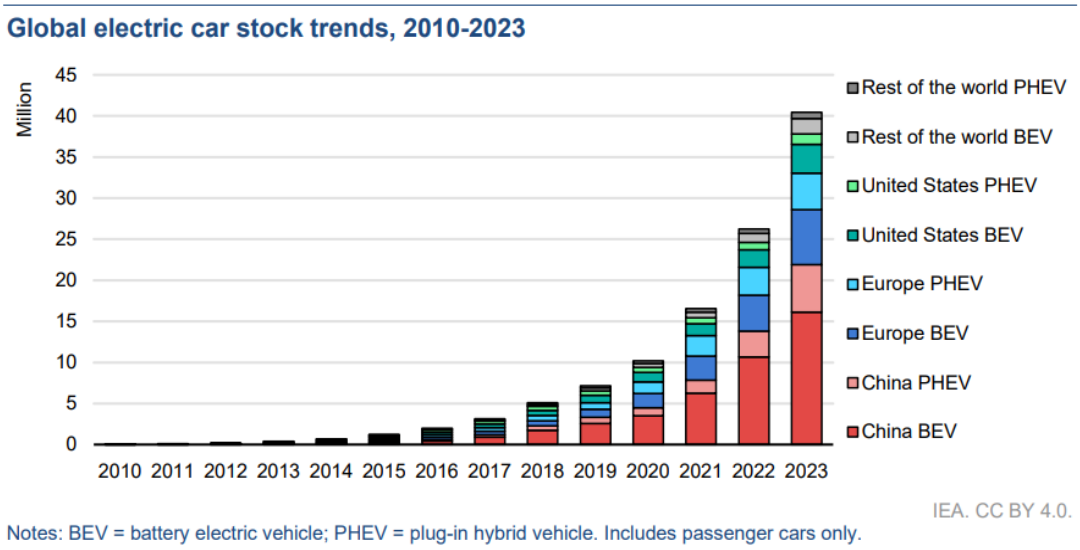

Figure 1.1

The data reveals that there has been a steady growth in the year 2021-2023 in the global vehicle production. China, the United States, and Japan, are leading and continue to dominate the production topography, showing prominent increases in their production.

1.1.3 Indian Government Initiatives: Economic Context and the Indian Automobile Industry

India has emerged as one of the fastest-growing economies globally, recording an annual growth rate of more than 8% over the past few years. The Government of India recognizes that sustaining this economic progress necessitates growth in the industrial and services sectors. The government of India encourages the foreign investments in the automobile sector and allows 100 per cent FDI under the automatic route. Bio fuel vehicles and passenger vehicles are highlighted in the Auto Mission Plan (AMP) 2016-26. The National Electric Mobility Mission 2020 encourages the faster adoption and manufacturing of Electric Hybrid vehicles in India.

1.1.4 Road Ahead:

The automobile industry is supported by various factors such as availability of skilled labour, robust R&D centers and low-cost steel production. The Indian automotive aftermarket is estimated to grow at around 10-15 per cent. It has a potential to generate up to US$ 300 billion in annual revenue by 2026, create 65 million additional jobs and contribute over 12 per cent to India’s GDP.

1.1.5 Requirement of Interpersonal skills:

With65 million additional jobs created in the automobile sectors it becomes crucial to have skills above others which will help in the profit generation of both the employee and the employer. These are the life skills we use in our day to life to interact with individuals and

groups. People with good interpersonal skills are usually more successful in both their professional and personal life. On a scale of 1 to 5, managers rate the importance of having good interpersonal skills at 4.37, just below the ability to work in teams which is rated as 4.49. Research says that by the year 2020, nearly half million workers will be held back due to lack of soft skills. Investing in soft skills will result in a major growth for the UK economy. 3 out of 4 employers believe there is a gap in the UK workforce.

1.1.6 General Interpersonal Skills:

Important elements of interpersonal skills include (1) respect, including treating others as one would want to be treated (2) paying attention to the customer with open verbal, nonverbal, and intuitive communication channels (3) being personally present in the moment with the customer, mindful of the importance of the relationship (4) having a caring intent, not only to solve complaints but also to be curious and interested in the customer's ideas, values, and concerns (6)flexibility, or the ability to monitor the relationship in real time and adjust interpersonal skills as necessary.

1.2 Definitions of Soft Skills and Interpersonal Skills

"Soft skills are a blend of interpersonal people skills, social skills, communication skills, character traits, attitudes, career attributes, and emotional intelligence quotients among others that enable people to effectively navigate their environment, work well with others, perform well, and achieve their goals with complementing hard skills."

Interpersonal skills are "the cluster of personality traits, social graces, facility with language, personal habits, friendliness, and optimism that mark people to varying degrees. Soft skills complement hard skills, which are the technical requirements of a job."

1.3 Statement of the Research Problem

The importance of interpersonal skills in automobile outlets is paramount due to the regional growth in the automotive sector in Marathwada. The present study proposes to understand "**The Importance of Interpersonal Skills In Automobile Outlets With Special Reference To Sales And Service Outlets Of Marathwada"**

1. Sales performance, customer satisfaction, and loyalty are a few reasons for which interpersonal skills are important. It depends upon the ability of the sales personnel to build rapport, understand customer needs, and give customised service which brings in more customers.
2. To build these skills, proper training is required, the study also intends to collect information on the challenges faced by automobile outlets to provide the interpersonal training.
3. Despite the knowledge of the importance of these interpersonal skills there is a lack of empirical research specifically addressing how these skills affect sales performance and

customer satisfaction in Marathwada's automobile sales outlets. The study will help to find out the gaps prevalent in the area of interpersonal skills and key areas of improvement in the automobile sales outlets of Marathwada.

1.4 Research Objectives

1. To examine how communication, self-management, team building, and work ethics factors contribute to developing interpersonal skills.
2. To explore how interpersonal skills influence sales force effectiveness.
3. To investigate specific challenges encountered by the Automobile Industry in developing and delivering interpersonal skills training to their sales workforce.
4. To examine the correlation between interpersonal skills and educational/professional qualifications in the automobile sales workforce.

Chapter 2

Literature Review

2.1 LITERATURE REVIEW: Importance of Interpersonal Skills in Automobile Sales and Other Fields

Mark A. Youndt, Scott A. Snell, James W. Dean Jr. and David P. Lepak (1996)

This study done by the above-mentioned researchers examines two alternative views—universal and contingency—of the human resources performance relationship in manufacturing settings. Results from a survey of 97 plants primarily support a contingency approach to human resource management. An HR system focused on human capital enhancement was directly related to multiple dimensions of operational performance (i.e., employee productivity, machine efficiency, and customer alignment), but subsequent analysis revealed that this main effect was predominately the result of linking human-capital-enhancing systems with a quality manufacturing strategy.

The book "Good to Great" by Jim Collins (2001) published in 2001 has provided explanation about the companies being highly successful for a sustained period of time. The second chapter about Leadership and the attributes of successful people describes about the levels of leaders. It speaks about the 5 levels, one being the lowest and five highest. Attributes like being Ambitious for the company not themselves, making of successors, being modest, zealously driven to produce sustained results, workmanlike diligence are traits of their success.

Akaeze & Akaeze, 2017: Interpersonal skills are highlighted as essential for auto sales consultants to sustain success in the competitive auto sales environment. These skills include communication, listening, empathy, and cooperation, which are crucial for effective sales.

2.2 VERBAL COMMUNICATION

Richmond and McCroskey (2009) : Discussed verbal immediacy behaviors, noting how the choice of words and delivery can affect perceptions of warmth and credibility. They define verbal immediacy as behaviors that enhance closeness and reduce psychological distance between communicators.They find that high verbal immediacy is associated with better learning outcomes, higher employee engagement, and increased customer satisfaction. Their study highlights the importance of training professionals to use verbal immediacy behaviors to build rapport and trust.

2.3 NON-VERBAL COMMUNICATION

Burgoon, Guerrero, and Floyd (2016) : Examined the complexities of non-verbal signals, highlighting their role in reinforcing or contradicting verbal messages. They argue that non-verbal communication can serve multiple functions, such as complementing, substituting, or regulating verbal communication.

Their research identifies key non-verbal behaviors, such as eye contact, posture, and touch, that influence interpersonal dynamics. Their work provides practical insights into how professionals can use non-verbal communication to build trust, manage impressions, and navigate social interactions effectively.

2.4 Team- Work

Katzenbach and Smith (1993) : Highlighted the principles of effective teamwork, emphasizing the importance of complementary skills and mutual accountability. They define a team as a small group of people with complementary skills committed to a common purpose and performance goals. Their research identifies key elements of successful teams, such as clear objectives, strong leadership, and open communication. Their findings suggest that fostering a team-oriented culture can enhance organizational performance and innovation.

2.5 Negotiation

Kolb and Williams (2019) : Examined gender dynamics in negotiation, highlighting the unique challenges and strategies for women negotiators. Their book "The Shadow Negotiation" explores how women can leverage their strengths and navigate power dynamics in negotiations. Kolb and Williams provide practical advice on how to prepare for negotiations, build alliances, and assert their interests effectively. Their research offers valuable insights into the social and psychological factors that influence negotiation outcomes for women

2.6 Problem Solving

Jonassen (2011) : Jonassen (2011) explored the role of problem-based learning (PBL) in education, focusing on the significance of engaging students with real-world problems to enhance critical thinking. His research illustrates how PBL actively involves students in the learning process, promoting the development of essential problem-solving skills. Jonassen highlights the advantages of using authentic, real-life problems that are pertinent to students' future professional careers, making learning more relevant and impactful. He provides detailed, practical advice on implementing PBL in educational environments, showcasing its effectiveness in fostering not only critical thinking but also collaborative skills. Jonassen's work underscores the transformative potential of PBL in creating interactive and dynamic learning experiences, ultimately preparing students for real-world challenges by encouraging analytical thinking and teamwork.

2.7 DECISION MAKING

Milkman, Chugh, and Bazerman (2009): Examined decision-making under uncertainty, focusing on how individuals can improve their judgment and decision-making skills. Their research highlights common decision-making errors and provides practical strategies for making better decisions. They emphasize the importance of considering multiple perspectives, using decision aids, and learning from past decisions. Their work offers valuable insights for

managers and leaders seeking to improve their decision-making processes in complex environments.

2.8 IMPORTANCE OF INTERPERSONAL SKILLS ACROSS VARIOUS FIELDS

The research has shown that the importance of Interpersonal Skills can be found in all the areas like

1. The field of AI
2. The field of Management
3. The field of Nursing
4. The field of Law Enforcement
5. The field of Armed Forces
6. The field of Engineering
7. The field of Hospitals etc.

III Chapter 3

Theoretical Background

3.1 THEORIES USED TO EXPLAIN THE IMPORTANCE OF INTERPERSONAL SKILLS

3.1.1 Social Penetration Theory

Altman and Taylor's Social Penetration Theory, revisited by **Greene et al. (2020),** describes how interpersonal relationships develop through gradual self-disclosure. This theory posits that relationships evolve from superficial levels to deeper, more intimate levels as individuals share personal information.

3.1.2 Communication Accommodation Theory

Giles et al. (2019) revisit Communication Accommodation Theory (CAT), explains individuals adjust communication styles to match others during interactions. This theory suggests that such adjustments are made to gain social approval, increase communication efficiency, or maintain social identity.

Group Cohesion Theory

Brawley (2017), Group Cohesion Theory, explored by Carron and **Brawley (2017),** focuses on the bonds that hold a group together and promote unity. This theory suggests high group cohesion for better cooperation, higher morale, and improved performance.

3.1.3 FIRO B

The Three Cardinal Dimensions of FIRO 1. INCLUSION 2. CONTROL 3. OPENNESS are studied. It is the need to establish and maintain a satisfactory relation with people with respect to interaction and association. Inclusion is the need to establish and maintain a satisfactory relation with people. Higher degree of it expresses itself in one's being outgoing, meeting people, going to parties, doing things in a group, starting conversations with strangers, etc. CONTROL is the need to establish and maintain a satisfactory relation with people with respect to power and influence. It is concerned with achieving a degree of influence or impact on others. OPENNESS is the need to establish and maintain a satisfactory relation with people with respect to self-disclosure. A higher degree of it expresses talking about or sharing one's feelings and innermost thoughts with them

3.2**INDEPENDENT FACTORS:**

3.2.1 Communication Skills:

Effective communication is the cornerstone of successful sales. Salespeople must articulate the benefits and features of their products clearly and persuasively. Both verbal and written communication skills are essential. i. Verbal Communication ii. Non-Verbal Communication iii. Active Listening iv. Clarity and Conciseness v. Rapport Building vi. Persuasion vii. Questioning/Probing

Four Styles of Verbal Communication: Passive Style, Passive Aggressive Style, Assertive Style.

3.2.2 Verbal Communication

Application: Clear and effective verbal communication helps salespeople convey the benefits and features of a product convincingly. It involves positive language and maintaining an enthusiastic tone.

Probing: Using effective verbal communication, salespeople can frame their probing questions in a way that encourages the customer to share more information.

3.2.3 Non-Verbal Communication

Application: Non-verbal cues, such as body language, eye contact, and facial expressions, play a significant role in building trust and rapport with customers.

Probing: Non-verbal communication supports verbal probes by making customers feel understood and respected.

3.2.4 Empathy

Application: Empathy involves understanding and sharing the feelings of another. In sales, it helps in building a connection with the customer and addressing their concerns genuinely.

Probing: Empathetic probing involves asking questions that show you understand the customer's situation.

3.2.5 Persuasion

Application: Persuasion involves convincing the customer of the product's value and benefits, aligning them with the customer’s needs and desires.

Probing: Persuasive probing involves questions that lead the customer towards realizing the benefits of the product.

3.2.6 Questioning/Probing

Application: Probing involves asking strategic questions to uncover the customer’s needs, preferences, and concerns. It is a critical skill in the sales process.

Probing: Effective probing questions are open-ended, encouraging the customer to provide detailed responses.

3.2.7 Active Listening

Active listening involves fully concentrating, understanding, responding, and then remembering what the customer says. Helps to understand customer needs, concerns, to tailor their sales pitch accordingly.

Emotional Intelligence: Emotional intelligence (EQ) refers to the ability to recognize, understand, and manage one’s own emotions as well as those of others.

3.2.8 Negotiation Skills

Effective negotiators can close deals more efficiently and maintain positive relationships with clients.

Adaptability: Adaptability allows salespeople to adjust their strategies based on the specific needs and behaviors of their clients.

3.2.9 Problem-Solving Skills

Being able to think on their feet and provide solutions quickly is crucial for maintaining customer interest and closing sales.

3.2.10 Confidence

Confidence in their products and in themselves helps salespeople to persuade customers and handle rejection gracefully.

IV Chapter 4

Research Methodology

4.1 RESEARCH METHODOLOGY

The fourth chapter comprises the research methodology, elaborating the complete procedure of the type of research, how and from whom the data was collected, methods used for data analysis, sampling strategy that supports the research objectives. The idea behind choosing these strategies and how they fit together. The purpose of this chapter is to showcase the understanding of the research design theory done on the topic of "Importance of Interpersonal skills on Automobile sales outlets of Marathwada."

4.2 Need of the Study

Customer Lifetime Value =	(Average purchase value) -	(Average purchase frequency) *	(Average Customer Lifespan)

4.3 Statement of the Research Problem

The importance of interpersonal skills in automobile outlets is paramount due to the regional growth in the automotive sector in Marathwada.

4. Sales performance, customer satisfaction, and loyalty are a few reasons for which interpersonal skills are important. It depends upon the ability of the sales personnel to build rapport, understand customer needs, and give customised service which brings in more customers.
5. To build these skills, proper training is required, the study also intends to collect information on the challenges faced by automobile outlets to provide the interpersonal training.
6. Despite the knowledge of the importance of these interpersonal skills there is a lack of empirical research specifically addressing how these skills affect sales performance and customer satisfaction in Marathwada's automobile sales outlets. The study will help to find out the gaps prevalent in the area of interpersonal skills and key areas of improvement in the automobile sales outlets of Marathwada.

4.4 Research Objectives

1. To examine how communication, self-management, team building, and work ethics factors contribute to developing interpersonal skills.
2. To explore how interpersonal skills influence sales force effectiveness.

3. To investigate specific challenges encountered by the Automobile Industry in developing and delivering interpersonal skills training to their sales workforce.
4. To examine the correlation between interpersonal skills and educational/professional qualifications in the automobile sales workforce.

4.5 Hypothesis of the study

Hypothesis H1: There is a significant positive relationship between communication, self-management, team building, and work ethics factors and the development of a person's interpersonal skills

Hypothesis H2: Interpersonal skills are positively correlated with sales force effectiveness.

Hypothesis H3: The Automobile Industry faces unique challenges in imparting interpersonal skills training to its sales workforce, distinguishable from those encountered in other industries.

Hypothesis H4: Higher levels of educational/professional qualifications in the automobile sales workforce are associated with better interpersonal skills

4.6 SCOPE OF THE STUDY

1. This study helps to focus on the significance of interpersonal skills which are categorised into four major categories i.e communication, self-management, team building and work ethics across the Automobile sales outlets in the region of Marathwada.

4.7 RESEARCH DESIGN

“A research design is the arrangement of conditions for collection and analysis of the data in a manner that aims to combine relevance to the research purpose with economy in procedure”- C.R Kothari.

4.8 DESCRIPTIVE RESEARCH STUDY:

This study is a Descriptive Research Study. Its descriptive style of investigation, the strengths of qualitative and quantitative research, are both considered as a mixed- method approach which has led to a robust analysis of interpersonal skills in the context of automobile sales.

1. The study also comprises the research conducted to understand the correlation between interpersonal skills on sales force effectiveness and educational/professional qualifications in the automobile sales workforce. With the help of primary and secondary data, investigation was done on specific challenges encountered by the Automobile Industry in developing and delivering interpersonal skills training to their sales workforce.

4.9 RESEARCH APPROACH

Survey Method

A structured survey was conducted, questionnaire with a likert scale was filled by the sales personnel of Marathwada automobile sales outlets

1. **Sampling**: A proportionate cluster sampling method was used to get the survey questions filled from the automobile sales outlets of Marathwada.
2. **Data Collection**: Questionnaire was circulated through email and whats app to the managers, CEOs and Dealership owners after a one on one interactions with them. Various face-to-face surveys were also conducted to gather data.
3. **Qualitative Techniques:** Interview technique was also adopted to get the gist of the interpersonal skills used in the Automobile sales units of Marathwada. Interviews were done with the dealership owners.
4. **Data Analysis**: Statistical analysis like Anova and T- Test were performed using software such as SPSS, Smart PLS, Descriptive statistics (mean, median, mode) and inferential statistics (regression analysis, correlation) was used to analyse the data.

Period of study: It was undertaken in the period between November 2023- June 2024 (seven Months) in Marathwada.

4.10 SAMPLE SELECTED AND SAMPLE SIZE

A Proportionate cluster sampling method is used to ensure the sample is characteristic of the varied segments of the automobile sales personnel population. The strata are established on the type of vehicle (two-wheeler vs. four-wheeler), geographical location (urban vs. rural). This sampling will provide a balanced understanding of the role of interpersonal skills.

Population: In the present research work the Target Population is all sales personnel of Automobile sales outlets of Marathwada which comprise of 8 districts. By now there were 3254 automobile sales dealership outlets operating in Marathwada. So, the population for the current research work is (3254*4 salespeople) 13,016 personnel.

Sampling Unit: individual employees, managers of Automobile sales outlets.

4.11Size of Sample - More than 384, a sample size of 443 were selected.

V Chapter 5

DATA COLLECTION, ANALYSIS AND INTERPRETATION

Interpretation of Hypothesis Testing

Table 6.1: Results from Hypothesis Testing

Hypothesis	**Statistical Test**	**Components**	**Test Result**	**Hypothesis Selected**
H1: There is a significant positive relationship between communication, self-management, team building, and work ethics factors and the development of a person's interpersonal skills.	Multiple Linear Regression Analysis conducted for each variable Durbin-Watson statistic value of 1.999 scatterplots and partial regression plots Tolerance/VIF values Case wise diagnostics, studentized deleted residuals, and Cook's Distance **ANOVA**	Communication Skills	B = 0.864, Beta = 0.751, p < 0.001	Alternate Hypothesis is Accepted
		Self-Management	B = 0.312 Beta = 0.334 p = 0.002	Alternate Hypothesis is Accepted
		Team Building	B = 0.201 Beta = 0.192 p = 0.034	Alternate Hypothesis is Accepted
		Work Ethics	B = 0.280 Beta = 0.303 p < 0.001	Alternate Hypothesis is Accepted
			R=.848[a] R Square= .719 Adjusted R Square= .716 Std. Error of the Estimate =.25492 Durbin-Watson= 1.981	
H2: To explore how interpersonal skills influence	Pearson Correlation Analysis Kolmogorov-Smirnov and Shapiro-Wilk	Sales Force Effectiveness and	Coefficient = 0.736 p-value	Alternate Hypothesis is Accepted

sales force effectiveness	tests, Q-Q plot	Interpersonal Skills	= 0.000, Significant positive Correlation r = 0.736 p < 0.01	
H3: The Automobile Industry faces unique challenges in imparting interpersonal skills training to its sales workforce, distinguishable from those encountered in other industries.	Independent Samples t-test Levene's test	Challenges by Automobile Industry (CAI) imparting interpersonal skills training Challenges by other industries (COI) in imparting interpersonal skills training	Mean Difference = 0.04594 (not significant) t (850.782) = 0.737 p = 0.461 F = 29.486 p = 0.000	Null Hypothesis is Accepted
H4: Higher levels of educational/professional qualifications in the automobile sales workforce are associated with better interpersonal skills.	Pearson correlation coefficient	Educational/Professional qualifications and Interpersonal Skills.	r = 0.354 p < 0.01	Alternate Hypothesis is Accepted

VI Chapter 6

Finding and Conclusions

6.1 FINDING & CONCLUSION

This chapter comprises the findings from the study after the survey was conducted. It also comprises the suggestions based on these findings. Later in the chapter, Recommendations on the same are also presented.

6.2 Findlings:

GENDER :The study concludes that there is a major gender disparity in automobile outlets

AGE: We can conclude that prominence is seen in the younger to mid- career individuals.

SIZE OF THE SALES TEAM: The size of the team is primarily dependent on the demography, location of the outlet, per capita income of the region, demand and supply of the automobiles, population and industrial growth of the region.

Hypothesis 1 Findings: It was found that there is a significant positive relationship between communication, self-management, team building, and work ethics factors and the development of a person's interpersonal skills. all the necessary assumptions for conducting multiple regression analysis were fulfilled.

Hypothesis 2 Findings: Interpersonal skills are positively correlated with sales force effectiveness.

The Pearson correlation coefficient was found to be 0.736, indicating a strong positive relationship between these two variables. It is statistically significant with a p-value of 0.000, which is well below the 0.01 significance threshold. This result suggests that as interpersonal skills improve, sales force effectiveness tends to increase.

Hypothesis 3 Findings: The results do not show a unique or significantly greater challenge level for the Automobile Industry compared to other sectors. Further qualitative investigation may be necessary to capture the nuanced nature of these challenges.

Normality Assumptions:

The **Kolmogorov-Smirnov and Shapiro-Wilk tests** indicated **deviations from normality** in the distribution of challenge scores. While normality is an assumption of the t-test, it is often robust to deviations, particularly with larger sample sizes.

Despite the **violation of the homogeneity of variances assumption** and some deviations from normality, the results indicate **no significant difference** in the challenges faced by the Automobile Industry compared to other industries in imparting interpersonal skills training. The findings suggest that while the challenges may be qualitatively distinct, **quantitatively**, the overall level of challenge is similar across industries.

Hypothesis 4 Findings: The hypothesis that higher levels of educational/professional qualifications in the automobile sales workforce are associated with better interpersonal skills was tested using Pearson correlation analysis, the finding were that it is significant and concludes that investing in educational and professional development for the automobile sales workforce could enhance their interpersonal skills.

Model for Dependent and Independent Factors

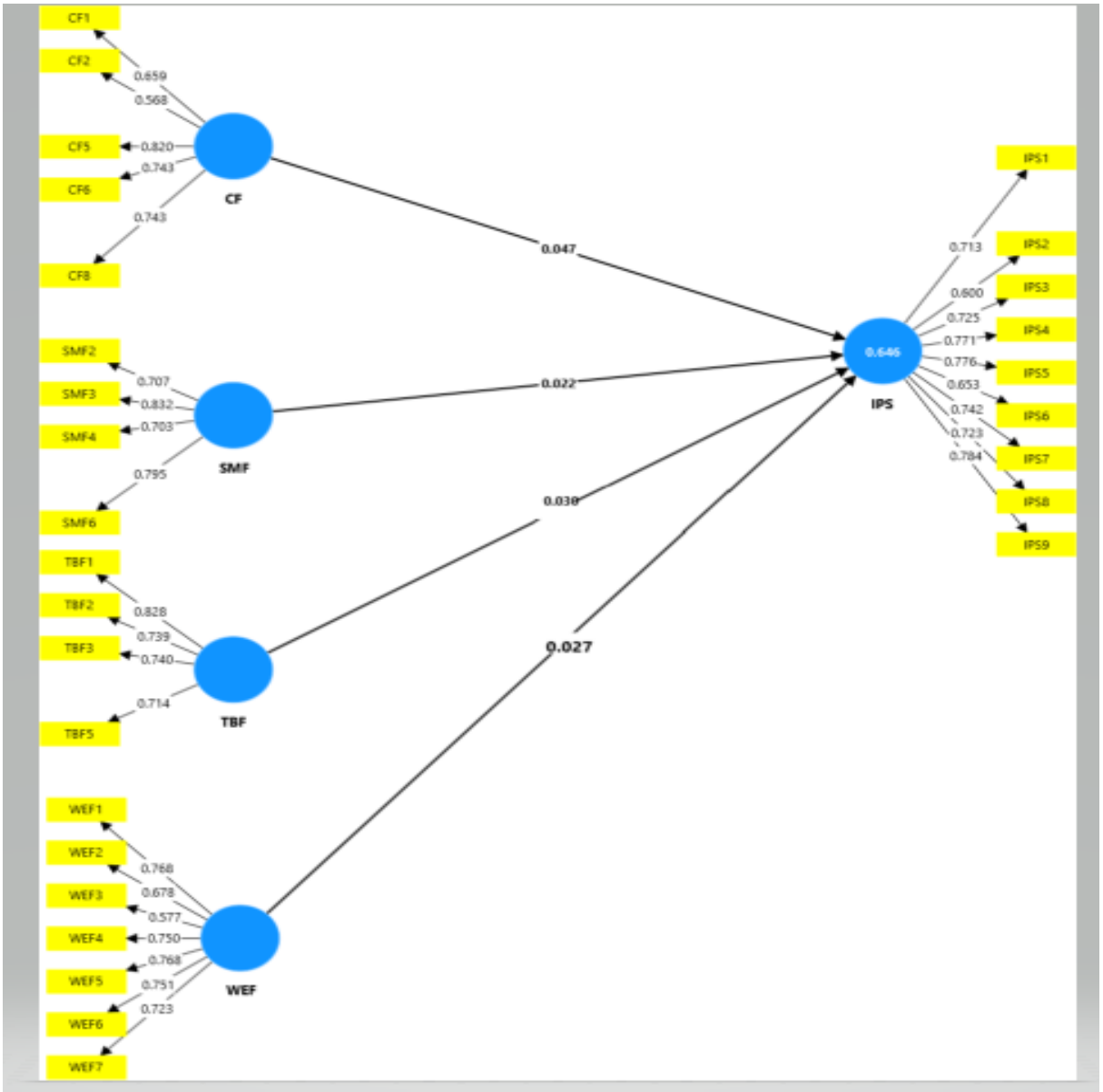

Figure 6.1 Model for dependent and independent factors

Communication skills Factor (CF)
Self-Management Factors (SMF)
Team Building Factors (TBF)
Work Ethics Factors (WEF)
In this model:

- **(CF) → IPS** has a coefficient of **0.047**, suggesting a positive relationship.
- **(SMF) → IPS** has a coefficient of **0.022**, which is also a positive effect.
- **(TBF) → IPS** has a coefficient of **0.030**, indicating a positive impact.
- **Work Ethics Factors (WEF) → IPS** has a coefficient of **0.027**, indicating a positive effect.

Overall Model Fit:

The central score (**0.656**) inside the IPS circle may indicate a **composite reliability** or **variance explained** by the model. This suggests that approximately **65.6%** of the variance in IPS is explained by the four factors (CF, SMF, TBF, and WEF).

VII Chapter 7

Suggestions & Scope for Further Studies

7.1 SUGGESTIONS

Incorporation of Interpersonal Skills in Technical Education

The study of the research has proved the importance of Interpersonal skills inAutomobile industry. It is suggested that the academia and industry need to work in a collaborative manner to help the sales people grow their interpersonal skills for a better growth of any automobile outlet.

Incorporation of Interpersonal Skills in Automobile Outlets

The Automobile Outlets should include assessment metrics methods that evaluate interpersonal skills of the candidates **during the hiring process**. Behavioral interviews, group discussions, and real-life case study challenges should be included in the hiring rounds to ensure a well-rounded hire.

The principal dealers should develop **specialized interpersonal skills training** programs for sales personnel at all levels. The training should be on various topics like communication, teamwork, problem-solving, conflict resolution techniques, emotional intelligence, negotiation and adaptability, which are crucial in fast-paced, technical automobile environments. Training on service interactions, and cultural sensitivity should be encouraged for frontliners who handle the customers feedback, complaints, and queries.

Mentoring bysenior professionals who possess strong interpersonal skills by hand holding new hires should be boosted for valuable insights about balancing technical work with effective interpersonal skills. Assessment of Interpersonal skills alongside technical skills can be a part of performance management systems.

7.2 SCOPE FOR FURTHER STUDIES

1. It is observed that the number of male employees in sales surpasses the female count. Further studies need to be conducted to find out the reasons for the same and try to maintain a diverse workforce for better results.
2. It is crucial to investigate the effect of various factors of interpersonal skills training and level of financial performance and find out the relationship between the two.
3. There is a need to study the exact flow of questions and development of a model to increase the success rate of selling the product or a service to the customer.

4. There is a huge scope in studying the effect of team building activities and emotional effectiveness on the sales of the organisation.

5. The further research could be in the area of impact of training on the customers' satisfaction which contributes to the profit.The further research could be in the area of impact of Interpersonal skills on the customers' satisfaction.

7.3 UTILITY OF RESEARCH

1. **Enhancing Workforce Competency**
    - Implement continuous professional development programs to enhance the knowledge base of sales staff, covering both technical aspects of automobiles and sales techniques.
    - Emphasize the development of advanced sales skills, such as persuasive communication, negotiation, and customer need assessment, crucial for the automobile sector.
    - Encourage sales teams to acquire certifications related to the automotive industry, like customer relationship management (CRM), which will increase their competence and effectiveness.
2. **Improving Customer Experience**
    - Focus on personalized interactions, understanding customer preferences, and offering tailored solutions, which enhances satisfaction and loyalty.
3. **Bridging the Skills Gap**
    - Encourage sales teams to collaborate for c**ross-functional learning** with service and technical departments to deepen their understanding of the products they are selling.
4. **Promoting Ethical Sales Practices:**
    - Encourage customer trust andpractices that build long-term customer relationships, such as honesty in recommending products that meet actual needs, rather than pushing for upselling or cross-selling that may not benefit the customer.
5. **Supporting Social and Emotional Intelligence:**
    - Train sales staff in emotional intelligence to better connect with customers on a personal level, understanding their anxieties and motivations when making large purchases like automobiles.
    - Develop strategies for sales personnel to manage difficult conversations or customer complaints with empathy and tact, which can help prevent negative reviews or lost sales.
    - Equip the sales team with skills to handle customers from diverse cultural backgrounds, ensuring that communication and service are respectful and inclusive.

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